

U.S. GENERAL ACCOUNTING OFFICE
**REVISED FINAL PERFORMANCE PLAN
FOR FISCAL YEAR 2001**
AND
INTERIM ADJUSTMENTS TO THE STRATEGIC PLAN

We have revised several targets for our quantitative performance measures for fiscal year 2001 and have refined some of our qualitative performance goals for fiscal years 2000 through 2002 and their key efforts and outcomes. The revised performance goals, the key efforts to achieve those goals, and the potential outcomes of those efforts constitute interim adjustments to GAO's Strategic Objectives Plans. This document presents those changes and is intended to be used in conjunction with GAO's *Strategic Plan, 2000-2005*, and the accompanying *Strategic Objectives Plans* available at www.gao.gov.

Background

The foundation of GAO's strategic plan is a set of four strategic goals:

Strategic Goal 1—Provide timely quality service to the Congress and the federal government to address current and emerging challenges to the well-being and financial security of the American people.

Strategic Goal 2—Provide timely, quality service to the Congress and the federal government to respond to changing security threats and the challenges of global interdependence.

Strategic Goal 3—Support the transition to a more results-oriented and accountable federal government.

Strategic Goal 4—Maximize the value of GAO by being a model organization for the federal government.

GAO set quantitative targets for performance agencywide and for performance toward our three externally focused strategic goals. In addition, each strategic goal is supported by a set of strategic objectives, and each objective has its own set of qualitative performance goals, key efforts, and outcomes.

Quantitative Targets for Performance

Agencywide

With our agency's realignment nearing completion and a year's experience with using our strategic plan to drive our work, we reset two of our quantitative performance targets for fiscal year 2001—those for other benefits and testimonies—as shown in table 1. Specifically, we increased our target for the number of actions taken on our recommendations from 640 to 700 and reduced the target for the number of times we expect to testify before the Congress from 250 to 150. Because we also rely on trends in gauging our performance, these revisions will change the 4-year average performance originally estimated for fiscal year 2001.

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Abstract We increased our target for other benefits based on a reassessment of what we expect to result from our work. We reduced our target for the number of times we expect to testify for several reasons: First, the number of hearings typically conducted in years when both a new Congress and a new administration take office is lower than in other years. Second, the delay in the presidential transition resulted in fewer congressional hearings being held. Finally, the 50/50 split in the Senate and the change in leadership of many House committees also reduced the number of hearings being held. Also, we changed where we present the agencywide results for our timeliness measure. Originally, we presented the results under Strategic Goal 4, which deals with making GAO a model agency. Now, we present the results with the rest of our agencywide measures in table 1.		
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Table 1 compares the original and final targets for fiscal year 2001. For added perspective, the table also includes our targets and actual performance for fiscal year 2000.

Table 1: Agencywide Annual Quantitative Performance Measures and Targets, Fiscal Years 2000-2001

Type	Measure	2000		2001	
		Target	Actual	Original target	Final target
Outcome	Financial benefits (billions)				
	Annual	\$22.0	\$23.2	\$23.0	\$23.0
	4-year average	\$20.7	\$21.0	\$21.2	\$21.5
	Other benefits				
	Annual	620	788	640	700
	4-year average	539	581	601	658
	Recommendations implemented^a				
	4-year implementation rate	73%	78%	75%	75%
Intermediate outcome	Testimonies				
	Annual	230	263	250	150
	4-year average	224	233	241	225
	Recommendations made				
	Annual	950	1,224	975	975
	4-year average	928	997	1,032	1,032
Agencywide Annual Management Measures and Targets, Fiscal Years 2000-2001					
Management	Timeliness				
	Annual	100%	96%	100%	100%
	4-year average	^b	94%	^b	^b

Note: Agencywide totals may differ from the sum of the amounts for Strategic Goals 1, 2, and 3 because when multiple units participate in an engagement, credit may be reflected under more than one of the goals.

^aThis measure gauges the implementation rate of recommendations made 4 years ago.

^bWe do not set 4-year average targets for timeliness.

Strategic Goals

The following tables show the original and revised performance targets for our externally focused Strategic Goals 1, 2, and 3. Because we also rely on trends in gauging our performance, these revisions will change the 4-year average performance originally estimated for fiscal year 2001.

**Table 2: Annual Quantitative Performance Measures and Targets,
Fiscal Years 2000-2001 for Strategic Goal 1**

Type	Measure	2000		2001	
		Target	Actual	Original target	Final target
Outcome	Financial benefits (billions)				
	Annual	\$13.0	\$14.1	\$12.5	\$12.65
	4-year average	\$11.5	\$11.8	\$12.5	\$12.84
	Other benefits				
	Annual	140	182	145	196
	4-year average	143	154	150	174
Intermediate outcome	Recommendations implemented				
	4-year implementation rate	73%	72%	75%	75%
	Testimonies				
	Annual	115	131	120	71
	4-year average	117	121	122	114
	Recommendations made				
	Annual	325	435	340	349
	4-year average	308	336	353	355

**Table 3: Annual Quantitative Performance Measures and Targets,
Fiscal Years 2000-2002 for Goal 2**

Type	Measure	2000		2001	
		Target	Actual	Original target	Final target
Outcome	Financial benefits (billions)				
	Annual	\$4.0	\$5.5	\$4.5	\$5.1
	4-year average	\$5.6	\$6.0	\$4.3	\$4.9
	Other benefits				
	Annual	95	129	100	162
	4-year average	82	90	87	111
Intermediate outcome	Recommendations implemented				
	4-year implementation rate	73%	84%	75%	75%
	Testimonies				
	Annual	40	56	45	36
	4-year average	42	46	42	44
	Recommendations made				
	Annual	250	376	255	283
	4-year average	247	279	282	289

**Table 4: Annual Quantitative Performance Measures and Targets,
Fiscal Years 2000-2002 for Goal 3**

Type	Measure	2000		2001	
		Target	Actual	Original target	Final target
Outcome	Financial benefits (billions)				
	Annual	\$5.0	\$5.1	\$6.0	\$5.25
	4-year average	\$5.7	\$5.7	\$5.0	\$4.86
	Other benefits				
	Annual	415	503	420	342
	4-year average	339	361	390	393
Intermediate outcome	Recommendations implemented				
	4-year implementation rate	74%	77%	75%	75%
	Testimonies				
	Annual	85	105	90	43
	4-year average	85	90	93	86
	Recommendations made				
	Annual	370	413	375	343
	4-year average	372	383	396	388

Discontinued Quantitative Performance Measures

We discontinued two quantitative performance measures, as explained below.

Quality Review Scores

Our final performance plan for fiscal year 2001 included a performance measure of how well GAO's products adhered to applicable auditing policies and procedures. At the end of the second quarter of fiscal year 2000, however—after the plan was published—we discontinued this measure. As a post-issuance measure, it did not reflect the evolving environment at GAO, where risk management and matrix management emphasize a more proactive and systematic method to ensuring that our products comply with GAO's core values, applicable professional standards, and reporting requirements. In addition, while this measure attempted to put a quantitative value on quality, the results were very similar for all of our operating units, meaning that it was not very useful in our efforts to improve our products and increase our ability to serve our clients.

A measure of product quality should look at our products through the eyes of their users. Thus, we are developing a mechanism to obtain client feedback on our products. We will, however, continue our quality control practice of having senior managers review a statistically valid sample of products to make sure they comply with our core values and professional standards. The results will be one of the inputs used to continuously improve our process for building quality into our products.

Multiunit Products

Our final performance plan for fiscal year 2001 included a performance measure for multiunit products. This was our first attempt at measuring matrix management by focusing on how many published products were issued jointly by more than one of our teams and offices. We decided not to use this performance measure in fiscal year 2001 for three reasons. First, we were concerned that it did not adequately capture the extensive collaboration needed within and across units, which goes beyond that required to simply produce a published report. Second, instead of just measuring the extent to which matrix management is occurring, we need to assess how well it is working. Finally, and most importantly, the new risk and matrix management strategies we implemented last year provide more proactive involvement of senior managers in our work processes. For instance, the new engagement acceptance meetings and engagement review meetings we conduct involve senior managers early in key decisions, such as whether to accept an engagement, what resources to allocate to it, and what level of senior management involvement is appropriate. As a result, we believe we have a more proactive approach to ensuring that the appropriate resources are devoted to each engagement regardless of where in our agency those resources are housed. Moreover, because this measure had relatively little meaning outside of GAO, we are seeking a better way to measure matrix management efforts.

Qualitative Performance Goals

GAO originally included 96 qualitative performance goals in our performance plan for fiscal year 2001. In revising the plan, we dropped 1 performance goal, added 3, and merged 4 with other goals, meaning that we now have a total of 94 qualitative performance goals for the year. We also revised the wording for some performance goals, key efforts, and potential outcomes.

These revisions are described in detail in the charts that follow, grouped by each of GAO's four strategic goals. Bold type indicates new wording; strikeout indicates deleted wording. Charts are

provided here only for the qualitative performance goals that were revised or that had revisions made to their key efforts and potential outcomes. Unrevised goals are described in detail in the online Strategic Objective Plans.

Abbreviations

CFO	Chief Financial Officer [Council]
DOD	Department of Defense
DOT	Department of Transportation
EPA	Environmental Protection Agency
FAA	Federal Aviation Administration
FCC	Federal Communications Commission
FFELP	Federal Family Education Loan Program
FHA	Federal Housing Administration
FIFRA	Federal Insecticide, Fungicide, and Rodenticide Act
HCFA	Health Care Financing Administration
HUD	Department of Housing and Urban Development
IRS	Internal Revenue Service
NASA	National Aeronautics and Space Administration
OMB	Office of Management and Budget
OPM	Office of Personnel Management
PBGC	Pension Benefit Guaranty Corporation
SCHIP	State Children's Health Insurance Program
SSA	Social Security Administration
TANF	Temporary Assistance for Needy Families
USDA	Department of Agriculture
VA	Department of Veterans Affairs
WIA	Workforce Investment Act
WIC	Women, Infants, and Children [nutrition program]
WTO	World Trade Organization

Strategic Goal 1

Strategic Objective Plan:

Health Care Needs and Financing, 2000-2002

Performance Goal 1.1.2:

Assess Trends and Issues in Private Health Insurance Coverage

<i>Key efforts</i>	<i>Potential outcomes</i>
Assess the impact of public and private efforts to achieve compliance with federal health insurance standards	Better congressional understanding of the impact of public and private efforts to achieve compliance with federal health insurance standards
Evaluate trends in, and distribution of, health insurance coverage	More complete congressional understanding of trends in health insurance coverage, including the continued erosion of private health insurance coverage, the return of premium increases exceeding general inflation, and the evolving health insurance market
Analyze potential modifications to federal tax policies for their impact on the numbers of uninsured, costs of health care services, and implementation challenges for federal and state agencies	Better congressional understanding of proposals to alter tax treatment of private health care insurance costs

Explanation of changes:

A key effort and potential outcome were added to clarify that we will be addressing the implications of proposed revisions to the federal tax code for health insurance coverage and costs.

Strategic Goal 1

Strategic Objective Plan:

Health Care Needs and Financing, 2000-2002

Performance Goal 1.1.3:

Assess Actions and Options for Improving VA's and DOD's Health Care Facilities and Services;
Including Realigning Capital Assets to Reduce Unneeded Physical Infrastructure

<i>Key efforts</i>	<i>Potential outcomes</i>
Evaluate proposals to restructure and/or consolidate VA and DOD health care systems, including realigning medical education, research, and capital assets to reduce unneeded physical infrastructure	More effective and efficient organizational structures and capital asset realignments for VA and DOD health care service delivery
Assess implications of various military health demonstration programs	Changes in military health care programs that reflect the lessons learned from military health demonstrations
Evaluate lessons learned from the evolution of TRICARE, DOD's current health care system	A more cost -effective TRICARE program
Assess vulnerability of VA and DOD systems to fraud, waste, and abuse	Reductions in the amount of unnecessary health care expenditures by VA and DOD
Examine access and quality of care provided to veterans and military beneficiaries	Improved monitoring of the impact on beneficiaries as VA and DOD restructure their health care systems Better understanding of factors that explain variations in quality and timeliness of care
Assess VA's and DOD's efforts to provide care to populations with meet the health care needs of special groups needs	Minimized negative impact of cost-saving measures on the health care provided to vulnerable groups
Review implementation of VA resource allocation system	Improved congressional understanding of the status of service-related health threats, such as hepatitis C
	Revised resource allocation system that more adequately reflects workload and costs

Explanation of changes:

We revised the performance goal to reflect the broader nature of the work, which will look at access, quality, and cost-effectiveness in addition to infrastructure issues. Although the substance of the work is not significantly different, the changes to the key efforts and potential outcomes better describe the key areas of work and likely impact.

Strategic Goal 1

Strategic Objective Plan:

Retirement Income Security, 2000-2002

Performance Goal 1.2.1:

Assess the Implications of Various Social Security Reform Proposals Within a Developed Framework and Evaluation Criteria

<i>Key efforts</i>	<i>Potential outcomes</i>
Analyze Social Security reform proposals for their impact on workers' benefits (especially for at-risk populations); trust fund solvency; the budget, national savings, and economic growth; and related programs like Medicare	Greater congressional understanding of various Social Security reform proposals and implications for retiree benefits, trust fund solvency, program sustainability, the budget, and the national economy
Assess the current Social Security program and various reform proposals for their effect on minorities	Improve understanding of the implications of Social Security reform proposals for private pensions, other retirement systems, and increasing private saving
Assess various Social Security reform proposals for their effect on the private and other pension systems	
Assess the implications of Social Security reform for the federal civil service and military retirement systems	
Assess reforms other countries have made to their public retirement systems for their impact on retiree benefits, budgetary and economic effects, and applicability to the United States	

Explanation of changes:

The fourth key effort was deleted since the work is being done under the revised third key effort. A potential outcome was added because some of the efforts are broader in scope than previously acknowledged.

Strategic Goal 1

Strategic Objective Plan:

Retirement Income Security, 2000-2002

Performance Goal 1.2.2:

Identify Opportunities to Foster Greater Participation ~~Participation~~ **Pension Coverage, Increase Private Saving,** and Ensure Adequate Retirement Income ~~Levels by Private Pension Systems~~

<i>Key efforts</i>	<i>Potential outcomes</i>
Assess the implications of Social Security reform packages for the private pension system and individual savings	Greater congressional understanding of proposals for increasing employer and worker participation in the private pension system
Identify opportunities to foster greater participation and ensure adequate retirement income levels by private pension systems	Options to streamline and simplify current federal pension regulations while maintaining benefit equity and adequacy
Analyze current federal regulations “top-heavy” rules—designed to prevent a company’s highest paid workers from accruing a disproportionate share of pension benefits—for to determine their effect on pension plan formation, plan coverage, and benefit adequacy	More effective federal strategies and policies to increase the role of private pensions as a source of retirement income among all workers
Evaluate the demographic characteristics of the current labor force to assess the likelihood of these these workers’ accumulating adequate retirement savings and to determine the role of pensions in reaching an adequate retirement income who have no pension coverage or inadequate retirement savings	Options for increasing portability of pension benefits while ensuring preservation of pension assets for retirement
Assess the implications of the shift in pension plan structure from defined benefit to defined contribution, and the increasing importance of hybrid structures such as cash balance plans for workers, employers, and future retirement income consequences of the proliferation of new pension plan designs for their effect on pension coverage and retirement income adequacy	Improved understanding of means to raise private saving

Explanation of changes:

The performance goal was revised slightly to better articulate the focus of the goal. The key efforts and related outcomes were revised to better describe the broad scope and potential outcomes of our work.

Strategic Goal 1

Strategic Objective Plan:

Retirement Income Security, 2000-2002

Performance Goal 1.2.3:

Identify Opportunities to Improve the Ability of **Federal Agencies and Programs** the Pension Benefit Guaranty Corporation's and the Department of Labor's Pension Welfare Benefits Administration's Programs to **Administer and Protect Workers' Retirement Benefits in Private Pension Systems**

<i>Key efforts</i>	<i>Potential outcomes</i>
Determine the degree to which the formula for calculating pension payouts results in erroneous underpayments to workers	Increase agency administrative and enforcement efficiency to provide better protection to workers' benefits at lower taxpayer expense
Assess the consequences of the proliferation of cash balance plans for pension coverage and on older workers	Improve the effectiveness of federal oversight of private pensions, thereby improving the security of participants' retirement income
Evaluate Labor and Treasury's federal oversight programs to determine whether protect workers' in private pension systems retirement benefits are effectively protected	Improve the quality and timeliness of information disclosed to participants about changes to their pension benefits
Evaluate the Pension Benefit Guaranty Corporation's use of contractors to carry out its mission operations for their effectiveness in conducting the agency's mission, and assess the agency's premium rate structure for its effect on pension coverage and its adequacy in guaranteeing pension benefits	Greater congressional understanding of factors affecting PBGC's financial condition and alternatives to PBGC's current premium structure
Evaluate the Social Security Administration's service delivery systems and program operations to determine whether they are being implemented fairly, effectively, and efficiently	Improve the efficiency and effectiveness of SSA's service delivery and operations
Assess the effectiveness of the federal civil and military service retirement system in meeting the federal government's civilian and military human capital goals	Increase awareness of the human capital and technology changes needed to cope with future increased demand for SSA services
	Enhance oversight of federal retirement programs

Explanation of changes:

The goal was broadened to acknowledge the pivotal role played in this area by federal agencies other than the Department of Labor and the Pension Benefit Guaranty Corporation (e.g., the Treasury Department and the Internal Revenue Service). We also expanded the number of potential outcomes to more specifically address the likely contributions resulting from our work.

Strategic Goal 1

Strategic Objective Plan:

Social Safety Net, 2000-2002

Performance Goal 1.3.1:

Analyze the Results of Welfare Reform

<i>Key efforts</i>	<i>Potential outcomes</i>
Assess federal efforts to oversee and evaluate welfare reform	Improved federal oversight of states' welfare programs and evaluation of welfare reform outcomes
Monitor the status of families affected by welfare reform	Better congressional understanding of how families are being affected by welfare reform
Assess state efforts to transition welfare recipients into employment and to support low-income adults' work efforts, such as extending unemployment insurance for part-time, intermittent, and low-wage workers	More effective federal and state strategies for supporting the work efforts of low-income families and reducing their need for welfare
Analyze the fiscal impact of TANF block grants on state and federal spending for low-income families	More complete information on welfare reform's impact on state and federal budgets for use in congressional deliberations on TANF reauthorization in 2002
Determine the extent to which state and local automated systems meet key information needs for moving families from welfare to work and identify obstacles to improving systems	More efficient and effective federal and state strategies for improving use of automated information systems in helping low-income families support themselves through work
Assess state and local efforts to ensure the safety of children whose parents are unable to fulfill their parental responsibilities	Improvements in finding permanent and safe homes for children who have experienced parental child abuse and neglect

Explanation of changes:

The first potential outcome was broadened to clarify that it includes management functions in addition to the states' welfare programs' outcomes, and the fifth outcome was revised to more accurately reflect what may possibly result. The last key effort and potential outcome have been slightly reworded and placed under performance goal 1.3.6.

Strategic Goal 1

Strategic Objective Plan:

Social Safety Net, 2000-2002

Performance Goal 1.3.2:

Evaluate Federal and State Program Strategies for Financing and Overseeing Chronic and Long-Term Health Care

<i>Key efforts</i>	<i>Potential outcomes</i>
Analyze the barriers that have prevented states from establishing integrated programs for elderly or disabled beneficiaries dually eligible for Medicare and Medicaid	Elimination of barriers that have prevented states from experimenting with managed care delivery systems that integrate acute and long-term care for this expensive population
Review quality standards and their execution for community-based long-term care	Enhanced accountability for the quality of community-based long-term care
Examine nursing homes' compliance with federal and state quality standards	Improve quality of care in nursing homes
Analyze public and private payment sources and strategies that finance the continuum of long-term care	Better congressional understanding of options for financing the increasing costs of long-term care

Explanation of changes:

The additional key effort and potential outcome are needed to better capture the broader issue of how to finance long-term care services for an aging society.

Strategic Goal 1

Strategic Objective Plan:

Social Safety Net, 2000-2002

Performance Goal 1.3.3:

Assess States' Experiences in Providing Health Insurance Coverage for ~~Previously Uninsured~~
Low-Income **Populations** ~~Children~~

<i>Key efforts</i>	<i>Potential outcomes</i>
Review Medicaid and SCHIP enrollment efforts to ensure access to and receipt of services	Greater access to services for beneficiaries with special needs
Evaluate federal safeguards for mandatory Medicaid managed care programs that enroll children with special needs	Improved federal safeguards to better ensure the enrollment of special needs children in Medicaid managed care programs
Assess states' efforts to coordinate Medicaid and SCHIP eligibility, benefits, and providers	Improved SCHIP coverage from disseminating successful practices established by states to coordinate Medicaid and SCHIP
Determine the extent to which children receive early and periodic screening, diagnosis, and treatment under Medicaid	Improved delivery of early and periodic screening, diagnosis, and treatment and other relevant services to children
Evaluate HCFA's oversight of Medicaid and SCHIP implementation	Improved accountability and oversight of federal/state health-financing programs serving low-income populations

Explanation of changes:

The wording of the performance goal was modified to broaden the focus beyond children. The additional key effort and potential outcome better capture the need for improved monitoring and oversight of the Medicaid and SCHIP programs.

Strategic Goal 1

Strategic Objective Plan:

Social Safety Net, 2000-2002

Performance Goal 1.3.4:

Identify Opportunities to Provide More Cost-Effective Food Assistance Programs and Housing Assistance Programs

<i>Key efforts</i>	<i>Potential outcomes</i>
Review Examine how welfare reform has affected the delivery of food stamp and other federal food assistance program benefits Food Stamp Program	Informed basis for the Congress to assess the impact of welfare reform on the availability of food assistance stamps to eligible populations
Assess Identify approaches that can be used to improve the efficiency and the effectiveness of the delivery of federal food assistance benefits services provided by the WIC program	Options for delivering WIC and other federal food assistance program's benefits and services more effectively and efficiently
Review the adequacy of federal and state management and internal controls procedures in place at the federal and state levels to ensure the integrity of for food assistance programs	Reduced fraud, waste, and abuse in USDA's food assistance programs
Review the costs and benefits of major federally assisted housing programs and the quality of housing provided under those programs	Options to better allocate limited funding among housing assistance programs
Assess how current housing programs can better meet the growing demand for low-income housing	More cost-effective housing assistance programs and improvements to the physical condition of assisted housing
Identify the issues involved in consolidating the multifamily housing programs of HUD and USDA's Rural Housing Service	Options for consolidating and improving the effectiveness of federal multifamily housing programs
Assess whether federal housing programs, policies, and services support the growing and changing needs of special populations	Options to address unmet housing needs and to minimize or eliminate barriers to services for special needs populations

Explanation of changes:

Revisions were made to several key efforts and outcomes to better reflect the scope of the work being done under this performance goal.

Strategic Goal 1

Strategic Objective Plan:

Social Safety Net, 2000-2002

Performance Goal 1.3.5:

Identify Ways to Improve Federal **Support for People With Disabilities** Disability Programs

<i>Key efforts</i>	<i>Potential outcomes</i>
Evaluate the adequacy of actions that federal disability programs have taken to address the changing service delivery needs of people with disabilities	Improvements to current and future service delivery structure and practices
Evaluate the adequacy of management processes and controls that federal disability programs have for ensuring program integrity	Administrative and legislative actions to improve the timeliness, accuracy, and consistency of disability decisions throughout the process
Assess the effectiveness and efficiency of federal efforts to improve access of disabled people to public accommodations, services, and activities and to promote their movement into the workforce	Reduced fraud, waste, and overpayments in disability programs
Identify options for improving the solvency of the DI program	More efficient quality assurance processes and a reduction in the backlog of continuing disability reviews
Analyze ways to minimize fraud, waste, and overpayments in the disability programs	Legislative and administrative initiatives aimed at improving access to public accommodations and moving disability beneficiaries into the workforce
Study approaches and best practices for moving disabled persons who can work into the workforce	Better congressional understanding of alternatives for maintaining Disability Trust trust fund solvency while minimizing any adverse effects on the budget
Assess SSA's efforts to improve the disability adjudication and Continuing Disability Review processes	Administrative actions to improve the accuracy of disability determinations and the timeliness and accuracy of subsequent reviews of those determinations
Study the potential impact of Social Security reform proposals on people with disabilities	Legislative and administrative initiatives, based upon identified best practices, aimed at Transitioning beneficiaries who can work into the workforce
Evaluate proposals to restructure how veterans are compensated for disabilities	More consistent decisions on SSA disability Determination appeals and a reduced backlog of Continuing Disability Reviews
Assess VA's efforts to streamline its process for making disability determinations	More informed congressional Social Security reform deliberations on how the proposals would affect disabled persons
Examine VA's disability program organizational structure	Better congressional understanding of alternatives for improving the structure of disability benefits for veterans
	A quicker and more consistent VA process for acting up on veterans' disability claims
	VA organizational changes to improve the Delivery of disability benefits to veterans

Strategic Goal 1

Explanation of changes:

We revised the goal to broaden the scope of our work to include access issues. The revisions to the key efforts and potential outcomes were made to consolidate efforts under major themes and to better integrate our work on SSA and VA programs.

Strategic Goal 1

Strategic Objective Plan:

Social Safety Net, 2000-2002

Performance Goal 1.3.6:

Analyze the Effectiveness and Efficiency of Child Support Enforcement and Child Welfare Programs in Serving Their Target Populations

<i>Key efforts</i>	<i>Potential outcomes</i>
Evaluate the federal, state, and local efforts to collect child support payments and implement other child support services, including establishing paternity, locating noncustodial parents, and establishing support orders	Increased child support collections and improvements to other child support services
Assess the extent of support and cooperation among federal, state, and local entities responsible for child support enforcement and among entities responsible for child welfare	Improved support and coordination among federal, state, and local entities responsible for child support enforcement and among entities responsible for child welfare
Assess federal and state efforts to better utilize information management technology and tools to determine and monitor the safety and well-being of children in foster care	Greater success in providing needed services to children in foster care who have experienced parental child abuse and/or neglect and in more quickly finding permanent and safe homes for these children
Review efforts to safeguard sensitive child support and child welfare information	Enhanced security measures to minimize the risk of improper disclosure of personal information

Explanation of changes:

This new performance goal was added to explicitly include child support enforcement in the social safety net strategic objective plan. It is a critical issue that is closely related to the child welfare issue in the current plan. Congressional interest in this area is rising, as demonstrated by the number and variety of bills introduced that either directly addressed child support enforcement or included issues related to child support enforcement.

Strategic Goal 1

Strategic Objective Plan:

Education/Workforce Issues, 2000-2002

Performance Goal 1.4.1:

Analyze the Effectiveness and Efficiency of Early Childhood Care and Education Programs in Serving Their Target Populations

<i>Key efforts</i>	<i>Potential outcomes</i>
Catalog the number of, and funding for, federal programs that support child care and early childhood education, and identify the range, accessibility, and effectiveness of programs available to low-income families	More effective use of federal funds aimed at improving child care and early childhood education More effective services for low-income and at-risk children
Assess the federal research agenda for Head Start and the entire early childhood education area and identify ways research results can be applied to improve the programs	Greater assurance that the federal investment in state and local child care programs is achieving positive results
Evaluate the program and financial management of the major early childhood education and care programs, such as Head Start, Even Start, and Child Care and Development Fund	
Analyze what early childhood services are provided through programs such as Title I, which fund early childhood education along with other education services	
Determine whether states are enforcing the standards required by the Child Care and Development Block Grant Fund	

Explanation of changes:

The third key effort was revised to expand the range of programs and to include both program and financial management issues. The Child Care and Development Fund's name was corrected in the last key effort.

Strategic Goal 1

Strategic Objective Plan:

Education/Workforce Issues, 2000-2002

Performance Goal 1.4.2:

Assess Options for Federal, ~~State, and Local~~ Programs to Effectively Address ~~Demographic Changes and the Educational and~~ Infrastructure Needs of the ~~Education System~~ **Elementary and Secondary Students**

<i>Key efforts</i>	<i>Potential outcomes</i>
Analyze the effectiveness of Title I programs in addressing the needs of disadvantaged students	More effective services provided to disadvantaged students
Assess how the Individuals With Disabilities Education Act affects the ability of schools to maintain safe school environments conducive to learning	Improved congressional understanding of the relationship between special education and school violence
Identify key issues in financing new construction and renovation of school facilities, and assess federal programs that finance technology in schools	Better congressional understanding of the infrastructure needed for a world-class education system
Analyze federal efforts to improve math and science curricula	More effective efforts to improve math and science curricula
Analyze federal programs, such as TRIO and GEAR-UP, to determine whether they help to improve both academic and financial preparation for the students served	Improvement in federal programs, such as TRIO and GEAR-UP
Assess key issues related to “teacher quality,” such as teacher qualifications; professional development, licensing, and certification; instructional practices; and efforts to reduce class size	Better understanding of whether and how federal programs can support efforts to improve teacher quality as well as what is known about the relationship between class size and children’s academic achievement
Assess the role that the Department of Education can play in promoting research that identifies promising practices in educating students	Better understanding of the roles of vouchers and charter schools in assisting disadvantaged students and the challenges associated with establishing, implementing, and operating these programs
Assess key issues related to school choice initiatives	

Explanation of changes:

We revised the goal statement to clearly indicate that this goal is related to elementary and secondary students rather than higher education students and to broaden the scope of our work to encompass overall educational needs. The deletion of “state and local” reflects the fact that our greatest impact is on the federal level.

We revised the first key effort to broaden the focus of the work beyond Title I programs. We revised the fifth key effort and its related outcome by (1) moving it from performance goal 1.4.3

Strategic Goal 1

because it is related to programs for secondary students and (2) broadening its scope to include several programs.

We added a key effort and potential outcome on "teacher quality" for several reasons. Excellence in teaching is a critical factor affecting the educational outcomes of children, and improving teacher quality has been an important component of federal, state, and local educational reform efforts. Strategies have been developed to raise standards in the preparation of teachers and other strategies have been required to address teacher shortages such as recruiting from other careers and professions.

We added a new key effort on the role that the Department of Education can play in promoting research that identifies promising practices in educating students. With a multitude of approaches to improving education, the Department can play a leadership role in assessing how federally supported research can provide better information for government decisionmakers.

We also added a key effort and potential outcome on school choice initiatives since public and congressional interest has continued to grow in alternatives to traditional public schools that may improve student performances.

Strategic Goal 1

Strategic Objective Plan:

Education/Workforce Issues, 2000-2002

Performance Goal 1.4.3:

Assess Opportunities to Better Manage **Postsecondary, Vocational, and Adult** Education Programs ~~Costs and Better Target Federal Aid to the Neediest Students and Deliver More Effective Services~~

<i>Key efforts</i>	<i>Potential outcomes</i>
Evaluate various market-based alternatives for determining FFELP lender yields and participation	Budgetary savings if the government can reduce the cost of subsidies to lenders
Assess the equity of formulas or regulations determining financial aid distribution, needs analysis, and program eligibility	Improved equity in targeting scarce federal resources and increased higher education participation for students in low-income families
Evaluate the success of the PBO in solving long-standing financial and information management problems in grant and loan programs Office of Student Financial Assistance as a performance-based organization in managing student financial aid programs and effectively delivering services	Informed congressional and agency decisions on ways to improve the management of student financial assistance programs A better understanding of the system of programs offered to those who do not continue on to postsecondary education
Review spending on vocational and adult education and other programs to determine what types of services are offered and how more meaningful education could be delivered	Improvements in the TRIO programs and coordinated efforts as GEAR-UP begins operations
Analyze TRIO programs to determine who receives services and how widespread their impact is, and determine how well GEAR-UP partnerships work to improve both academic and financial preparation for the students served	

Explanation of changes:

We revised the goal to clarify that it is addressing postsecondary school students and that the scope of our work includes more efficient ways of providing more effective services.

We revised the third key effort to recognize that establishing a performance-based organization was to entail more than ameliorating problems and was intended to be an experiment in the delivery of public services. We revised the fourth key effort to show that we will be reviewing the federal funds (nearly \$1 billion) spent on adult literacy programs. The last key effort and outcome were moved to performance goal 1.4.2 since this work more appropriately falls under that revised performance goal.

Strategic Goal 1

Strategic Objective Plan:

Education/Workforce Issues, 2000-2002

Performance Goal 1.4.4:

Analyze the Impact of **Programs Designed to Raise Worker Skills and Ensure Employers Have the Workers They Need** ~~the Recently Enacted Workforce Investment Act on the Delivery of Employment and Training Services~~

<i>Key efforts</i>	<i>Potential outcomes</i>
Evaluate the implementation of the Workforce Investment Act (WIA) at the federal, state, and local level, such as the establishment and effectiveness of statewide one-stop career systems	Enhanced congressional and agency understanding of the extent to which WIA's goals of developing a more efficient, responsive , and flexible workforce development system are being realized
Evaluate the extent to which states are ready to implement the requirements of the WIA, including the establishment of statewide one-stop career center systems	Job training programs that are more effective in increasing the labor market participation and productivity of target populations self-sufficiency of youth
Assess the effectiveness of job training programs under the WIA in preparing helping youth and dislocated workers to become self-sufficient	Enhanced ability of job training programs to provide training that matches employers' needs while enhancing the job opportunities for America's workers
Assess the effectiveness of programs designed to provide employment services to veterans under WIA	Improved systems for assessing WIA's performance
Assess the effectiveness of WIA's accountability structures in a decentralized workforce development system	Increased efficiency and financial management in the delivery of federal employment and training programs
Assess the effectiveness and impact of efforts to help employers obtain the skilled workers they need through efforts such as incumbent worker training or the use of foreign guest worker programs	
Assess federal oversight and management of employment and training programs	

Explanation of changes:

We have merged performance goals 1.4.4 and 1.4.5 into one because evaluating the implementation of WIA is part of a larger goal of analyzing the impact of federal job training programs. As a result, we merged several key efforts and made minor changes to their outcomes. We also added a key effort on program oversight and management as well as a corresponding outcome.

Strategic Goal 1

Strategic Objective Plan:

Education/Workforce Issues, 2000-2002

Performance Goal 1.4.5:

~~Analyze Programs Designed to Raise Worker Skills and Ensure Employers Have the Skilled Workers They Need~~

<i>Key efforts</i>	<i>Potential outcomes</i>
Evaluate training programs for dislocated workers and analyze the impact of changes resulting from the Workforce Investment Act	Programs of job training that are more effective in increasing the labor market participation of dislocated workers
Assess the use of incumbent worker training to raise skills and adapt to changing technologies	Improved congressional and agency understanding of ways to better match job training programs to the needs of employers
Analyze programs designed to bring foreign workers to fill specialized jobs and to train U.S. workers to fill such jobs	

Explanation of changes:

We merged this goal with performance goal 1.4.4 because evaluating the implementation of WIA is part of a larger goal of analyzing the impact of federal job training programs.

Strategic Goal 1

Strategic Objective Plan:

Education/Workforce Issues, 2000-2002

Performance Goal 1.4.6:

Assess the Success of Various Enforcement Strategies to Protect Workers While Minimizing Employers' Burden in the Changing Environment of Work

<i>Key efforts</i>	<i>Potential outcomes</i>
Analyze how technological and other workplace changes are affecting workplace conditions, protections afforded to workers , identify emerging workplace hazards, and assess the Department of Labor's efforts to regulate the safety and health of workplaces them	Informed congressional and agency decisions on the type of changes that need to be made to the regulations and enforcement policy needed to address current work arrangements and workplace conditions
Identify how such changes are affecting the type and level of protections currently offered to specific types of workers, such as those employed in alternative work arrangements	Enforcement strategies that result in safer workplaces and healthier workers while eliminating unnecessary compliance burden for without overly burdening employers
Highlight the results and lessons learned from efforts to enhance worker safety and health through alternative means, such as workplace safety and health programs or cooperative compliance programs	Increased efficiency and financial management in the delivery of worker protection programs and policies
Review and evaluate the interrelation among the myriad entities and regulations covering workplace safety and health	
Assess federal oversight and management of efforts to ensure safer workplaces and healthier workers	

Explanation of changes:

We have merged the first two key efforts because they are intrinsically related and revised the associated outcomes. Any analysis of changes in the workplace would have to include an analysis of the effects on workers. We also added a key effort on program oversight and management as well as a corresponding outcome to better reflect the scope of the work we are doing under this performance goal.

Strategic Goal 1

Strategic Objective Plan:

An Effective System of Justice, 2000-2002

Performance Goal 1.5.1:

Identify Ways to Improve Federal Agencies' Response to Crime

<i>Key efforts</i>	<i>Potential outcomes</i>
Evaluate controls over the selection and management of cases in major Department of Justice components	Greater attention to efficient and effective case management in the Department of Justice
Assess the effectiveness of federal law enforcement programs to combat crimes	Agencies better positioned for preventing, detecting, and investigating crimes
Evaluate the implementation and effectiveness of federal gun control laws	Improved agency implementation of controls over illegal acquisition and ownership of guns
Evaluate the management and results of federal law enforcement grant programs	Enhanced agency focus on managing law enforcement grant programs
Assess the Customs Service's compliance programs	Enhanced attention to efficient and equitable assessment of penalties and collection of revenue by Customs
Assess policies and practices intended to ensure equitable treatment of individuals under federal law enforcement	Consideration of options to better ensure equitable treatment of individuals under the law
Identify and assess ways to improve federal law enforcement efforts and training to address transnational crime	Agencies better positioned to support multinational responses to transnational crime
Assess the use of intelligence information in fighting crime	

Explanation of changes:

The new key effort was added because of increased congressional interest in the use of intelligence information in fighting crime. The first key effort and its potential outcome were deleted since the work will be done as part of our key effort on addressing transnational crime.

Strategic Goal 1

Strategic Objective Plan:

Community Investment, 2000-2002

Performance Goal 1.6.1:

Identify How Federal Agencies Can ~~Streamline and Improve Their Programs to Facilitate~~ the Delivery of Grants, Loans, and Other Types of Economic Assistance to Communities

<i>Key efforts</i>	<i>Potential outcomes</i>
Identify the federal programs that provide assistance for community development activities and the extent to which these programs are similar	More informed congressional consideration of the present structure of federal community development programs, including potential options to streamline them
Evaluate the degree to which federal agencies are coordinating with one another and measuring the impact of their programs	Increased coordination and consistent monitoring efforts on the part of federal agencies that provide assistance through community and economic development programs
Assess the implications of federal programs on communities' efforts to plan and manage growth and development	More informed consideration of the implications of federal programs on the development of communities, especially those in urban areas

Explanation of changes:

The wording of the goal was revised to clarify the broader scope of the work we are doing.

Strategic Goal 1

Strategic Objective Plan:

Community Investment, 2000-2002

Performance Goal 1.6.2:

Assess How the Federal Government Can Minimize Financial Risk in **Housing Finance Mortgage Assistance**

<i>Key efforts</i>	<i>Potential outcomes</i>
Monitor and assess HUD's oversight of FHA lenders that appraise properties, underwrite loans, service loans, and manage properties	Improved controls over the origination and servicing of insured single- and multifamily mortgage loans
Evaluate HUD's, VA's, and USDA's Rural Housing Service's efforts to improve their management of the single-family and multifamily properties and loans they acquires following foreclosures	Reduced losses and exposure to financial risks through better management of acquired properties
Assess the need for HUD to maintain the \$11 billion in reserves it holds for future single-family loan losses and costs	Identification of any excessive financial reserves held by HUD and options for policymakers to consider for such funds
Evaluate the effectiveness of federal programs, incentives, and requirements that support financing for parts of the single-family and multifamily housing markets that are not traditionally served by the private market	Objective information to help decisionmakers assess the mix of programs and incentives needed to support single-family and multifamily financing
Identify the issues involved in consolidating the single-family housing programs of HUD, VA, and USDA's Rural Housing Service	Options for the Congress to consider that improve the delivery and effectiveness of federal single-family housing programs

Explanation of changes:

The wording of the goal was changed to better articulate the scope of the work we are doing. A minor clarification was made to the second key effort to reflect that our work encompasses VA's and USDA's efforts as well as HUD's and that it includes loans. Two key efforts on housing issues were deleted because they duplicate efforts under performance goal 1.3.4.

Strategic Goal 1

Strategic Objective Plan:

Community Investment, 2000-2002

Performance Goal 1.6.3:

Assess the Effectiveness of ~~Current Federal Farm Subsidies and the Extent to Which the 1996 Farm Bill Has~~ **Programs and Policies to** Reduced Agriculture's Dependence on Federal Subsidies and Improved Its Competitiveness

<i>Key efforts</i>	<i>Potential outcomes</i>
Evaluate how farmers have changed their production strategies in response to the 1996 Farm Bill	Information on the impact of federal efforts to facilitate the agricultural sector's transition from federal subsidies to a greater market orientation to support congressional decision-making on the 2002 Farm Bill
Assess how various safety net proposals for farmers will affect costs	
Review what improvements should be made to the federal crop insurance program	A better understanding of the advantages and disadvantages of various approaches to enhancing U.S. agricultural competitiveness
Ascertain what lessons can be learned from U.S. agricultural products successfully exported to international markets	

Explanation of changes:

The performance goal was revised to expand its focus beyond subsidies and the 1996 Farm Bill. The last key effort was deleted to devote resources to other efforts and since, on reexamination, it does not meet our criteria for a key effort.

Strategic Goal 1

Strategic Objective Plan:

Community Investment, 2000-2002

Performance Goal 1.6.4:

Assess the Impact of Transportation, Telecommunications, and Postal Policies on Competition and Consumers

<i>Key efforts</i>	<i>Potential outcomes</i>
Determine the status of competition in the aviation, railroad transportation , telecommunications, and postal and delivery industries and the impact of any proposed legislative and regulatory changes	Better information to help the Congress assess the level of competition in the transportation, telecommunications, and postal and delivery industries and options to aid the Congress in reshaping the laws as necessary
Assess whether federal and state programs protect consumers from abusive or unsafe business practices	Suggested mechanisms to improve consumer protection
Assess the impact of the rapidly changing telecommunications marketplace and the emergence of advanced technologies on the current regulatory structure for ensuring affordable telecommunications services (universal service) for all Americans	Analyses that will help the Congress determine whether and how the goals, scope, and funding structure of the current universal service support mechanisms should be modified
Evaluate the extent to which any regulatory oversight of the Internet may be needed as it becomes a more ubiquitous tool for commerce and information	Objective, balanced, fact-based information to aid decisionmakers as they consider whether and how the Internet should be regulated
Evaluate the changing role of FCC and determine whether its staff have appropriate skills for its new mission	Information and options that the Congress can use to help determine the appropriate role and organization of FCC

Explanation of changes:

We revised the first key effort to reflect the broader focus on transportation, rather than specifically railroad and aviation, since pipeline and other modes could come into play. To the second key effort, we added “unsafe business practices” to clarify the work we are doing. We added a key effort and potential outcome on universal service to reflect growing congressional interest in this issue.

Strategic Goal 1

Strategic Objective Plan:

Community Investment, 2000-2002

Performance Goal 1.6.5:

Assess the Costs and Outcomes of the Federal Investment in Science and Technology Programs

<i>Key efforts</i>	<i>Potential outcomes</i>
Assess the results and economic impact of major federal science and technology programs, such as the Small Business Innovation Research and Advanced Technology programs	Increased awareness by the Congress and others of how well the billions of dollars spent on R&D are being managed and how they are affecting the overall economic well-being of the nation—for use in policy and budget decisions
Identify ways to improve the process for establishing goals and priorities, evaluating and reporting on performance and results, and coordinating research activities across government agencies and laboratories	Information and analyses that will contribute to an informed debate about the policy options for creating a climate that stimulates technological innovation and encourages partnering and cooperation among research institutions while protecting intellectual property rights
Determine the effectiveness of technology transfer, patent protection office , and federal information services in stimulating economic growth and fostering U.S. leadership in technology (includes review of intellectual property rights issues)	
Evaluate NASA's safety efforts aimed at protecting its multibillion-dollar investment in the International Space Station and Space Shuttle fleet	Information, analyses, and recommendations for the Congress to use as it considers long-term funding support of International Space Station operations and supporting activities

Explanation of changes:

“Laboratories” was added to the second key effort to pick up the work that was covered under performance goal 1.8.7, which has been eliminated. The third key effort was revised to clarify that it covers intellectual property rights.

Strategic Goal 1

Strategic Objective Plan:

Community Investment, 2000-2002

Performance Goal 1.6.7:

Determine How Federal Disaster Assistance Costs Can Be Reduced and Targeted to the Most Cost-Effective Mitigation Measures

<i>Key efforts</i>	<i>Potential outcomes</i>
Evaluate whether disaster relief and mitigation funds are being properly used appropriately targeted and spent	Information, analyses, and recommendations for the Congress to use as it considers the need for changes in programs and increased program oversight administrative and legislative changes to reduce disaster relief costs
Assess whether mitigation measures have helped to reduce disaster-related damage	Improved management controls over the disaster relief fund More effective and economical programs that reduce the need for disaster assistance and accurate performance assessments of funded mitigation measures
Assess the status of the national flood insurance fund and the implementation of the National Flood Insurance Reform Act, including the controls in place to ensure that insurance purchase requirements are being met	Information for the Congress on the act's performance and improved compliance with mandatory insurance purchase requirements by mortgage lenders, servicers, and home buyers

Explanation of changes:

The revisions were made to reflect the passage of the Robert T. Stafford Disaster Relief and Emergency Assistance Act on October 30, 2000.

Strategic Goal 1

Strategic Objective Plan:

Natural Resources Use and Environmental Protection, 2000-2002

Performance Goal 1.7.1:

Assess the Costs and Outcomes of Federal Strategies for Managing Federally Owned Lands and the Adequacy of Legislative and Regulatory Guidance for Resolving Conflicts and Making Choices Among Competing Land Uses

<i>Key efforts</i>	<i>Potential outcomes</i>
Evaluate federal land management agencies' progress in addressing resource issues along ecological rather than administrative boundaries	A basis for an informed debate and alternatives to help decisionmakers make difficult choices on how to balance production, revenue generation, and the protection of natural resources
Assess the effectiveness of the administration's \$1.4 billion economic assistance plan for the Pacific Northwest	
Review the Forest Service's progress in developing and implementing a strategy to reduce wildfires in national forests	Fact-based, balanced information to aid the Congress in streamlining and reorganizing federal land management agencies to achieve greater efficiencies, make parks self-sufficient, save taxpayers money, and better serve the public
Analyze the effectiveness of federal efforts to restore the Florida Everglades	Improvements at federal land management agencies that will enable them to better meet the public's increasing desires and needs for access to and use of the nation's parks and forests while at the same time preserving and protecting the resources and surrounding environment
Examine the options and implications for consolidating various Forest Service and Bureau of Land Management functions and activities	
Assess the Department of the Interior's efforts to deal with the estimated \$5 billion backlog in deferred maintenance at its national parks and other facilities	Increased revenues to cover the costs of operating and maintaining the nation's parks and forests, ensure a fair return for the use of public resources, and move toward greater self-sufficiency
Evaluate the Forest Service's progress in developing a strategy that would allow the agency to collect, retain, and spend more of the revenues generated from the national forests	
Analyze federal land management agencies' progress in recovering costs associated with getting a fair and equitable return from the sale or use of public resources	

Explanation of changes:

The second key effort was deleted because the administration's economic assistance plan for the Pacific Northwest is complete, and its effectiveness is being assessed by others.

Strategic Goal 1

Strategic Objective Plan:

Natural Resources Use and Environmental Protection, 2000-2002

Performance Goal 1.7.2:

Assess the Impact of Energy and Environmental Policies and Regulations on the Availability of Secure and Reliable Sources of Energy

<i>Key efforts</i>	<i>Potential outcomes</i>
Assess the future implications of the government's current energy policies and programs for ensuring adequate energy supplies at stable and affordable prices	Objective information to help decisionmakers better understand the impact of national energy policies and regulations on energy supplies and prices
Assess the impact of deregulating the electric utility industry on federal hydropower facilities and the power marketing administrations	Analyses to help the Congress consider including the costs and benefits of further deregulation initiatives and of subsidy programs and the role of nuclear power and renewable energy sources in the nation's future electricity supply
Evaluate the implications of energy deregulation, including deregulation of the electric utility industry , on energy technologies, the environment, and energy security, and energy prices	More informed consideration of the environmental and economic implications of the nation's energy security, conservation, and climate change initiatives and more objective data to assist in determining the level of funding that is needed and appropriate for these initiatives
Assess the impact of environmental and other requirements on the costs, viability, and generating capacities of nuclear, coal, hydroelectric, and other renewable energy systems	
Evaluate the impact of the change to risk-informed regulation on the safety and economic competitiveness of U.S. nuclear power plants in a deregulated electricity industry	

Explanation of changes:

The changes to the key efforts and potential outcomes are designed to bring a more strategic orientation to this performance goal. This orientation recognizes that the critical issue is how to ensure an adequate supply of energy at affordable prices in an era of global uncertainty on energy matters (Middle East turmoil, etc.).

Strategic Goal 1

Strategic Objective Plan:

Natural Resources Use and Environmental Protection, 2000-2002

Performance Goal 1.7.3:

Assess the Costs and Outcomes of Federal Pollution Control Strategies and Opportunities for More Cost-Effective Approaches

<i>Key efforts</i>	<i>Potential outcomes</i>
Examine EPA's implementation of the 1990 amendments to the Clean Air Act	Congressional use of information, analyses, and recommendations in deliberating the reauthorization and oversight of key environmental laws, including the Clean Air, Clean Water, and Safe Drinking Water acts
Assess current approaches and study future options for improving the quality of the nation's surface waters	
Assess EPA's implementation of the 1996 amendments to the Federal Insecticide, Fungicide, and Rodenticide Act	Objective information provided to aid in congressional oversight of EPA's implementation of the 1996 FIFRA amendments
Evaluate EPA's use of alternative regulatory and pollution control strategies—including emissions trading—to achieve more protection at lower cost	Administrative actions to develop alternative regulatory and pollution control approaches to more effectively protect the environment
Examine communities' plans and needs for complying with new requirements under the Safe Drinking Water and Clean Water acts	Support for congressional analysis and oversight in the development of national strategies to further limit pollutants in drinking water and wastewater discharges
Assess existing and innovative government and private-sector financing options for meeting Safe Drinking Water and Clean Water acts' requirements	Improved EPA financing strategies and more cost-effective management approaches in addressing drinking water and wastewater needs

Explanation of changes:

The new key efforts and potential outcomes were moved from performance goal 1.8.4, which was merged with this performance goal.

Strategic Goal 1

Strategic Objective Plan:

Physical Infrastructure, 2000-2002

Performance Goal 1.8.1:

Identify ~~the Full Range of~~ Infrastructure Investment Needs and Spending Trends at the Federal, State, and Local Levels; Best Practices; and Potential Solutions for Improved Decision-Making on Infrastructure Investments

<i>Key efforts</i>	<i>Potential outcomes</i>
Determine the condition of the nation's infrastructure systems (transportation, drinking water, and wastewater; schools and hospitals, and federal laboratories) and the level of spending for these systems by all levels of government, and assess potential solutions to address deficiencies	A more informed basis for the Congress to assess infrastructure conditions, needs, and costs
Assess the costs, schedules, and financial management of major infrastructure improvement projects, including those for air traffic control modernization and mass transit	Improved management of air traffic control modernization and other infrastructure projects

Explanation of changes:

We revised the wording of the performance goal to better articulate the scope of the work we are covering. We deleted schools and hospitals from the first key effort because these are covered under the Health Care and Education/Workforce strategic objective plans, respectively. We dropped "federal laboratories" from in the first key effort because it will now be covered under a new performance goal dealing specifically with stewardship for the federal facilities portfolio (see performance goal 1.8.9).

Strategic Goal 1

Strategic Objective Plan:

Physical Infrastructure, 2000-2002

Performance Goal 1.8.2:

Assess Alternative Methods for Financing ~~Transportation Projects~~ **Infrastructure Needs**

<i>Key efforts</i>	<i>Potential outcomes</i>
Evaluate innovative financing strategies, such as the new \$10.6 billion federal transportation loan program, for funding major highway, bridge, and transit projects	Objective, balanced, fact-based information on the issues and alternatives associated with financing transportation infrastructure programs and leveraging federal, state, and private industry funds
Assess the relationship of federal, state, and local governments, and the private sector in designing and targeting financing packages for infrastructure programs	Assist the Congress in evaluating and rationalizing the roles and responsibilities of federal, state, and local governments, and the private sector in financing infrastructure
Assess the impact of proposals to change the financing of aviation programs	A clear basis for decision-making by the Congress and the administration on options for financing aviation programs
Monitor Amtrak's progress in improving its financial viability	Fact-based, up-to-date information to support congressional decision-making on Amtrak's financial position and its continuing need for federal operating assistance

Explanation of changes:

We revised the performance goal to broaden its focus beyond transportation projects. The new key effort and potential outcome for Amtrak were moved from performance goal 1.8.6 since financing is the major challenge facing the railroad. A key effort and potential outcome were added on the relationships of various parties that finance infrastructure programs to guide our work on this emerging issue.

Strategic Goal 1

Strategic Objective Plan:

Physical Infrastructure, 2000-2002

Performance Goal 1.8.3:

Analyze the Environmental and Economic Impact of ~~Transportation Facilities~~ **Infrastructure** on Surrounding Communities ~~and Alternatives for Reducing Congestion and Delays~~

<i>Key efforts</i>	<i>Potential outcomes</i>
Assess methods by which coordination between economic growth and transportation infrastructure planning can be improved	Objective information and options that federal and local officials can consider as they plan new infrastructure debate economic, transportation, and environmental issues when planning for economic development
Assess alternatives s transportation technologies —such as high-speed rail, mass transit, or intelligent transportation systems, or congestion pricing —that could address rail, air, and highway congestion while minimizing the negative environmental impact	Support to the Congress as it evaluates the extent to which various transportation proposals would alleviate congestion

Explanation of changes:

The performance goal and first key effort and potential outcome were revised to clarify that our focus is on all infrastructure projects' impact on the environment and the economy, not just transportation projects. The second key effort was broadened to include assessing congestion pricing as an alternative tool to address congestion.

Strategic Goal 1

Strategic Objective Plan:

Physical Infrastructure, 2000-2002

Performance Goal 1.8.4:

~~Assess the Investments Required to Meet Federal Safe Drinking Water and Wastewater Treatment Standards and the Alternatives for Cost Effectively Maintaining, Repairing, and Replacing Communities' Drinking Water, Wastewater, and Solid Waste Infrastructure~~

<i>Key efforts</i>	<i>Potential outcomes</i>
Examine the key factors underlying the expressed needs of community drinking water systems and wastewater treatment facilities	Increased congressional confidence in the data and factors underlying the current and projected conditions of community drinking water and wastewater facilities in support of the Congress's reauthorization of the Clean Water and Safe Drinking Water Acts
Assess existing and innovative government and private sector options for financing and managing drinking water and wastewater treatment infrastructure	Support for congressional analysis and oversight in the development of national strategies to address drinking water, wastewater treatment, and waste disposal needs
Analyze funding and management issues associated with solid waste disposal and potential federal response options	Improved EPA financing strategies and more cost-effective management approaches in addressing drinking water, wastewater treatment, and waste disposal needs

Explanation of changes:

The goal was deleted because its issues will be addressed under performance goals 1.7.3 and 1.8.1.

Strategic Goal 1

Strategic Objective Plan:

Physical Infrastructure, 2000-2002

Performance Goal 1.8.5:

Assess ~~DOT's~~ Efforts to ~~Reduce Accidents, Injuries, and Fatalities~~ **Improve Safety** in All Transportation Modes

<i>Key efforts</i>	<i>Potential outcomes</i>
Assess the extent to which federal safety oversight focuses on correcting the root causes of transportation accidents	A better understanding of the root causes of transportation-related accidents, injuries, and fatalities and their related societal costs to aid the Congress in identifying potential solutions
Assess efforts to reduce accidents, fatalities, and injuries	Improved delivery of safety programs such as safety grants
Evaluate the quality and usefulness of transportation safety data and the trends that they disclose	Improved data measures that highlight the root causes of transportation safety problems

Explanation of changes:

We revised the performance goal to show that the goal extends beyond the Department of Transportation to other agencies' efforts as well (e.g., the National Transportation Safety Board). We added a key effort and potential outcome to broaden our focus beyond oversight to assessment of the actual delivery of safety-related programs.

Strategic Goal 1

Strategic Objective Plan:

Physical Infrastructure, 2000-2002

Performance Goal 1.8.6:

Assess Amtrak's Financial Viability

<i>Key efforts</i>	<i>Potential outcomes</i>
Monitor Amtrak's progress in improving its financial viability	Fact-based, up-to-date information on Amtrak's financial position and its continuing need for federal operating assistance in support of congressional decision making
Assess the extent to which high-speed rail proposals may provide opportunities for Amtrak to improve its financial position	An informed basis for the Congress to consider high-speed rail proposals and their impact on Amtrak's financial position

Explanation of changes:

This performance goal was eliminated because financing is the key issue facing Amtrak, and we will do the work under the broader scope of the revised performance goal 1.8.2—assess alternative methods for financing infrastructure needs.

Strategic Goal 1

Strategic Objective Plan:

Physical Infrastructure, 2000-2002

Performance Goal 1.8.7:

Assess the Cost Effectiveness of Upgrading and Maintaining the Nation's Federal Laboratories

<i>Key efforts</i>	<i>Potential outcomes</i>
Identify options for restructuring and better managing DOE's national laboratories, built in the past, that will be needed to serve new future changing missions	More informed consideration of the missions of DOE's national laboratories and of these missions' consistency with congressional priorities
Assess the conditions, needs, and costs of renovating, repairing, and properly maintaining our nation's federal laboratory infrastructure	Objective, fact-based support for congressional decision-making on the cost-effectiveness of the present laboratory structure and on the feasibility of consolidating or closing down some of the laboratories

Explanation of changes:

This performance goal was deleted because these issues will be covered under performance goal 1.6.5 on the federal investment in science and technology and the new performance goal on the stewardship of the federal facilities portfolio added below as 1.8.9.

Strategic Goal 1

Strategic Objective Plan:

Physical Infrastructure, 2000-2002

Performance Goal 1.8.8:

Assess the Viability of the Postal Service and Its Mission

<i>Key efforts</i>	<i>Potential outcomes</i>
Evaluate the cost-effectiveness and affordability of the postal delivery infrastructure	Increased cost savings and more effective service delivery
Review the regulatory oversight of the postal and delivery sectors	More informed congressional decision-making on postal policy issues
Assess quality of service issues	More complete and reliable performance information
Evaluate human capital programs	More effective implementation of human capital initiatives and programs

Explanation of changes:

This performance goal was added to guide our work on the Postal Service's infrastructure, regulatory oversight, quality of service, and human capital programs.

Strategic Goal 1

Strategic Objective Plan:

Physical Infrastructure, 2000-2002

Performance Goal 1.8.9:

Assess the Stewardship of the Federal Facilities Portfolio

<i>Key efforts</i>	<i>Potential outcomes</i>
Evaluate federal policies, procedures, and practices for acquiring and disposing of real property assets	Broader authority and better tools for agencies to acquire, use, and dispose of real property
Review efforts to protect and enhance federal facilities to ensure that they effectively and efficiently support the delivery of federal services, the agency's mission, and its strategic plan	Enhanced space quality and improved operational efficiency and effectiveness

Explanation of changes:

This performance goal was added to provide a better focus on our work on the nonmilitary federal facilities portfolio, including the national laboratories.

Strategic Goal 2

Strategic Objective Plan:

Diffuse Security Threats, 2000-2002

Performance Goal 2.1.1:

Analyze the Effectiveness of Federal Agencies' Programs to Combat Terrorism

<i>Key efforts</i>	<i>Potential outcomes</i>
Review best practices of foreign governments in counterterrorism programs	Identify options to improve agencies' mission definition, better prioritize funding and programs, and improve program management
Examine potential duplication in the training of federal assistance to first responders (those providing fire, police, and emergency medical services) for dealing with weapons of mass destruction	Improve efficiency and reduce duplication among federal assistance programs
Assess potential overlap in federal capabilities to respond to and manage the consequences of weapons of mass destruction and terrorist incidents affecting homeland defense	Improved effectiveness and reduction of unnecessary duplication among federal agencies' capabilities to respond to, prepare for, and manage the consequences of a chemical, biological, radiological, or nuclear terrorist incident
Assess efforts to enhance security of personnel and property at U.S. embassies and consulates	Improved accountability for, and more effective use of, the multibillion-dollar fund for the embassy security program
Evaluate the adequacy of the National Plan for Critical Infrastructure Protection	Improved plan for protection of the nation's critical infrastructure
Assess the efforts of federal law enforcement agencies to prevent, detect, and respond to terrorist events	More efficient and effective use of resources to deter, detect, and respond to terrorist crimes incidents and minimize collateral damage
Evaluate the adequacy of the Department of Health and Human Services' Bioterrorism Initiative	
Assess the current force protection posture of military installations to identify vulnerabilities, and assess efforts to improve force protection	More effective force protection efforts

Explanation of changes:

The new key effort and related potential outcome reflect the increasing importance being assigned to protecting our military forces. The revision to the second key effort more accurately captures the work we are doing on efficiency issues as well as on duplication, and the new potential outcome lists the expected results from this effort. Also, two key efforts were modified slightly to describe the broader scope of work we are doing on these issues.

Strategic Goal 2

Strategic Objective Plan:

Diffuse Security Threats, 2000-2002

Performance Goal 2.1.4:

Assess DOD's Ability to Retain Information Superiority on the Battlefield

<i>Key efforts</i>	<i>Potential outcomes</i>
Evaluate the Army's development, test, and acquisition plans for its Priority Two systems, which constitute the second tier of systems most important to the Army's efforts to digitize the battlefield	More effective funding, testing, and coordination of system developments to attain information superiority with the operational systems that are deployed
Evaluate the Army's Land Warrior development program, which is to significantly improve the destructive power, mobility, survivability, command and control, and sustainability of infantry soldiers by integrating a variety of components and technologies	Consideration by DOD and congressional committees of information and analysis of whether funds are being spent efficiently and wisely
Evaluate the Army's Warfighter Rapid Acquisition Program efforts, which are to speed up the fielding of urgently needed new technologies to soldiers	Consideration by DOD and congressional committees of information and recommendations to help ensure that accelerated acquisitions are justified and well managed
Evaluate the Navy's development, test, and acquisition plans to ensure the systems and networks that are to provide Navy wide information communications for the 21st century will not be degraded by enemy efforts to interrupt them	Consideration by DOD and congressional committees of information and recommendations to help ensure that DOD and the services develop information systems and networks that operate without enemy interruption under wartime conditions
Evaluate DOD's Electronic Warfare Systems to determine if DOD is developing and maintaining systems that can jam, counterjam, or deceive an adversary's, radars, communications systems, or other sensor systems	Contribute to DOD's ability to better control the radio frequency spectrum on and over the battlefield to ensure information dominance
Evaluate DOD's Intelligence, Surveillance, and Reconnaissance Systems to determine if DOD is developing and maintaining systems that send the results to the warfighters in nearly real time	Better integration of DOD's intelligence systems with its command and control networks and weapons delivery systems

Explanation of changes:

This performance goal has been moved to the military capabilities strategic objective because it is more relevant to ensuring military capabilities and readiness than responding to diffuse security threats. It is now performance goal 2.2.6.

Strategic Goal 2

Strategic Objective Plan:

Diffuse Security Threats, 2000-2002

Performance Goal 2.1.5:

Assess the Effectiveness of the Department of Transportation's Oversight of Domestic and International Aviation Security

<i>Key efforts</i>	<i>Potential outcomes</i>
Assess FAA's efforts to foster research and develop better explosives detection technology and procedures	More effective approaches for developing, deploying, and using advanced security equipment and procedures
Assess FAA's efforts to identify and address key vulnerabilities in the security of U.S. commercial aviation	Better focus and prioritization of DOT's efforts to improve security measures and reduce vulnerabilities in aviation
Assess FAA's management and integration of its research and development efforts at its Technical Center with FAA's overall aviation security efforts	Greater integration and use of aviation security research and development efforts

Explanation of changes:

Two key efforts and potential outcomes were eliminated to sharpen the focus on assessing FAA's efforts to identify and address key vulnerabilities in the security of U.S. commercial aviation, an area of growing congressional and public concern.

Strategic Goal 2

Strategic Objective Plan:

Military Capabilities and Readiness, 2000-2002

Performance Goal 2.2.1:

Assess Development of an Appropriate and Ready Force Structure of People, Weapons, and Facilities **Equipment** for the Post-Cold War Period

<i>Key efforts</i>	<i>Potential outcomes</i>
Evaluate the Air Force's efforts to better prepare its forces for the full spectrum of conflicts	
Evaluate the Army's process for assessing whether it has sufficient force structure to carry out the national military strategy	
Evaluate proposals to change the size and mix of Naval forces	
Assess Army the services' initiatives to integrate active and reserve combat forces	Better integration of active and reserve forces and improved effectiveness to accomplish the mission
Assess the National Guard's enhanced separate brigades' services' readiness to accomplish their wartime missions	Improved military readiness to accomplish the national military strategy and elimination of barriers to achieving expected levels of readiness
Assess the adequacy of the current force structure to provide the forces needed for contingency operations the full spectrum of conflicts	Improved initiatives and processes for providing the military forces to meet the national military strategy and consideration by congressional committees of options for revising DOD's force structure requirements
Assess U.S. mobility forces' readiness (airlift, sealift, and pre-positioned assets)	
Assess the Army's weapons acquisition master plans for developing the additional capabilities that the Army needs	Consideration of options for revising or eliminating weapons development programs that may not meet the Army's needs that are contained in the approved master plan
Evaluate the adequacy of current technologies to defend U.S. forces against chemical and biological warfare	Consideration of options for developing technology needed for adequate chemical and biological defenses for U.S. military forces
Analyze annual budget for military operations and personnel requests and defense program funding plans for future years	Opportunities to reduce or reallocate appropriations based on more accurate, complete, and current information and a Congress alerted to critical changes, trends, and mismatches in defense programs and budgets
Assess service transformation plans to meet future challenges and capability requirements	Better management and coordination of service transformation programs and enhanced cost projections
Assess lessons learned from military operations	Increased congressional understanding of U.S. readiness to conduct military operations and improve military capabilities and training
	Improved interoperability, reduced duplication, and improved readiness to conduct military operations

Strategic Goal 2

Explanation of changes:

The performance goal was modified to delete a reference to infrastructure since that issue is more clearly addressed in performance goal 2.2.4. We replaced key efforts that were focused on single military services with efforts that have a multiservice focus. We added key efforts and potential outcomes to broaden the focus of our analysis of major defense issues.

Strategic Goal 2

Strategic Objective Plan:

Military Capabilities and Readiness, 2000-2002

Performance Goal 2.2.2:

Assess Improvements in Personnel Recruiting, Retention, and Quality of Life

<i>Key efforts</i>	<i>Potential outcomes</i>
Analyze data from surveys of military service members to provide DOD-wide information on perceptions of quality-of-life issues and their relationship to recruiting and retention	Improvement of the services' ability to recruit and retain well-qualified personnel
Examine military benefits, such as health care and retirement, to determine how they have been changed and whether the changes have resulted in increased retention	Better understanding of the impact on retention of the services' policies and practices and recommended improvements to quality-of-life services, including medical care
Assess the variations in, access to, and quality of care and medical outcomes in military medical facilities health system services	Better understanding of the factors that explain variations in measured quality among DOD medical facilities service delivery to enable appropriate improvements to be made
Assess the effectiveness of family support and morale, welfare, and recreation programs in providing for families' well-being and economic stability and the needs of the military dependents	Improved effectiveness of family support and morale, welfare, and recreation programs
Assess DOD and service component planning to address DOD's military and civilian human capital issues	Better understanding of the magnitude of human capital issues confronting DOD and steps needed to mitigate potential adverse effects

Explanation of changes:

We added a key effort and outcome on DOD's military and civilian human capital issues to provide an increased focus on significant recruiting, retention, and other personnel management issues facing DOD's workforce. A minor revision was made to the key effort and potential outcome for health system services to reflect the broader scope of our work on military health issues.

Strategic Goal 2

Strategic Objective Plan:

Military Capabilities and Readiness, 2000-2002

Performance Goal 2.2.3:

Assess ~~Modernization of~~ **DOD's Ability to Acquire and Modernize Weapons Systems Cost-Effectively** and ~~Revisions of Acquisition Practices~~

<i>Key efforts</i>	<i>Potential outcomes</i>
Review major weapons acquisition programs, including the F/A-18 E/F, F-22, and Joint Strike Fighter tactical aircraft modernization programs, and ballistic missile defense programs such as the National Missile Defense System	Reduced risk of cost overruns, delays, and performance shortfalls in weapons acquisition plans and strategies, and identification of system maturity at key acquisition decision points
Evaluate DOD initiatives and opportunities to reduce lifecycle costs of weapon systems	Improvement of management, processes, and incentives to address main causes of inefficient and ineffective acquisition strategies
Analyze annual budget requests for weapons development and procurement programs to determine whether they have incorporated findings from current and past programmatic reviews	Consideration by congressional committees of opportunities to reduce or reallocate appropriations for weapons, based on more accurate, complete, and current information
Compare military acquisition strategies to best commercial practices to identify opportunities for systemic improvements in weapons acquisitions	Increased effectiveness and efficiency of acquisitions through the adoption of best commercial practices

Explanation of changes:

The performance goal's wording was revised to better articulate our emphasis on cost-effectiveness. The revision to the potential outcome was made to indicate that appropriations are sometimes reallocated in addition to being reduced.

Strategic Goal 2

Strategic Objective Plan:

Military Capabilities and Readiness, 2000-2002

Performance Goal 2.2.4:

Assess Improvements in the Responsiveness and Effectiveness of Logistical Support Systems and Support Infrastructure

Key efforts	Potential outcomes
Assess DOD's progress in improving its Evaluate ways to improve DOD's business processes and in reducing support infrastructure and related costs reform initiatives	Improved efforts to reduce support infrastructure and costs Reduced infrastructure of defense facilities and improved business practices across DOD's logistics support activities, leading to lower costs, and more effective support systems, and improved readiness effective support for the entire logistics system
Analyze the Defense Logistics Agency's and the services' implementation of inventory management best practices	
Evaluate DOD's efforts to reengineer its logistics transportation activities	Consideration of options by congressional committees and DOD for developing more realistic plans and milestones for DOD's public and private sector competitions
Analyze DOD's progress toward achieving public and private sector competitions for commercial activities	
Review the Defense Logistics Agency's responsibilities and missions	Improved logistics support and better plans for meeting wartime requirements
Determine the impact of DOD's plans for logistics support to meet wartime requirements	
Assess the economy and efficiency of DOD's depot maintenance system and its compliance with associated legislative requirements	Improved depot maintenance, economy, and efficiency while also in compliance with legislative requirements

Explanation of changes:

The performance goal and first key effort and potential outcome were modified to more clearly articulate that infrastructure issues are included under this goal. In addition, the first outcome was modified to reflect the potential impact on readiness. The key effort on evaluating transportation activities was revised to include evaluating multiple logistics initiatives.

Strategic Goal 2

Strategic Objective Plan:

Military Capabilities and Readiness, 2000-2002

New Performance Goal 2.2.6:

Assess DOD's Ability to Retain Information Superiority on the Battlefield

<i>Key efforts</i>	<i>Potential outcomes</i>
Evaluate the Army's development, test, and acquisition plans for its Priority Two systems, which constitute the second tier of systems most important to the Army's efforts to digitize the battlefield	More effective funding, testing, and coordination of system developments to attain information superiority with the operational systems that are deployed
Evaluate the Army's Land Warrior development program, which is to significantly improve the destructive power, mobility, survivability, command and control, and sustainability of infantry soldiers by integrating a variety of components and technologies	Consideration by DOD and congressional committees of information and analysis of whether funds are being spent efficiently and wisely
Evaluate the Army's Warfighter Rapid Acquisition Program efforts, which are to speed up the fielding of urgently needed new technologies to soldiers	Consideration by DOD and congressional committees of information and recommendations to help ensure that accelerated acquisitions are justified and well managed
Evaluate the Navy's development, test, and acquisition plans to ensure the systems and networks that are to provide Navy-wide information communications for the 21st century will not be degraded by enemy efforts to interrupt them	Consideration by DOD and congressional committees of information and recommendations to help ensure that DOD and the services develop information systems and networks that operate without enemy interruption under wartime conditions
Evaluate DOD's Electronic Warfare Systems to determine if DOD is developing and maintaining systems that can jam, counterjam, or deceive an adversary's radars, communications systems, or other sensor systems	Contribute to DOD's ability to better control the radio frequency spectrum on and over the battlefield to ensure information dominance
Evaluate DOD's intelligence, surveillance, and reconnaissance systems to determine if DOD is developing and maintaining systems that send the results to the warfighters in nearly real time	Better integration of DOD's intelligence systems with its command and control networks and weapons delivery systems

Explanation of changes:

This performance goal was switched from the strategic objective on diffuse security threats since the key efforts and potential outcomes fit more appropriately with our work on military capabilities and readiness.

Strategic Goal 2

Strategic Objective Plan:

Advancement of U.S. Interests, 2000-2002

Performance Goal 2.3.2:

Analyze the Effectiveness and Management of Foreign Aid Programs and the Tools to Carry Them Out

<i>Key efforts</i>	<i>Potential outcomes</i>
Determine the accountability for U.S. aid to help Central America and the Caribbean to recover from Hurricane Mitch and other natural disasters	Increased attention on accountability for U.S. funds and more focus on achieving results that advance U.S. interests
Assess the effectiveness of U.S. and other donor strategies for helping Russia to reform its economy	Improved coordination of the multiple programs
Evaluate the United States' and other donors' strategies for helping Haiti achieve economic progress and undergo the transition to democracy and rule of law	Improved information on the options for U.S. assistance, their advantages and disadvantages
Assess the effectiveness of U.S. assistance to the Compact of Free Association between the United States and the Federated States of Micronesia and the Republic of the Marshall Islands	Options for the Congress to consider in deciding on U.S. strategies and assistance
Evaluate and assess approaches used by bilateral and multilateral agencies to evaluate the impact of foreign assistance programs and identify promising practices	Improved effectiveness and efficiency of foreign assistance programs
Assess agencies' and multilateral institutions' anticorruption strategies	Increased attention on reducing corruption and increased congressional understanding of the vulnerabilities

Explanation of changes:

We added one key effort and potential outcome to cover our extensive work on the effectiveness and management of U.S. assistance to Micronesia during the period of renegotiation for the Compact of Free Association.

Strategic Goal 2

Strategic Objective Plan:

Advancement of U.S. Interests, 2000-2002

Performance Goal 2.3.4:

Evaluate the Efficiency and Accountability of the United Nations and Related Multilateral Organizations and the Extent to Which They Are Serving U.S. Interests

<i>Key efforts</i>	<i>Potential outcomes</i>
Assess the implementation of reforms at the United Nations and their effectiveness	Analyses of U.N. reforms to aid congressional oversight of progress and whether reforms are working Improved accountability and increased transparency at the U.N. Increased attention by the U.N. to achieving results and improved attention by the State Department to using U.S. resources more effectively to advance U.S. interests through the U.N. system
Assess the capabilities of multilateral organizations such as the United Nations High Commissioner for Refugees and the World Health Organization to respond to major humanitarian crises	Increased congressional understanding of the benefits and limitations of U.N. agencies and recommended actions to strengthen these agencies' capabilities
Examine the roles and missions of the U.N. and other international agencies and the effectiveness of their programs	Analyses and options for consideration by congressional committees to reduce overlap and duplication, rationalize missions, and increase effectiveness of programs

Explanation of changes:

We broadened the first key effort and potential outcome to include the work we are being asked to undertake on the effectiveness of U.N. reforms.

Strategic Goal 2

Strategic Objective Plan:

Advancement of U.S. Interests, 2000-2002

Performance Goal 2.3.5:

Assess the Strategies Used to Manage U.S. Foreign Affairs Functions and Activities

<i>Key efforts</i>	<i>Potential outcomes</i>
Examine the rationale for deployment of U.S. government personnel overseas and explore options of conducting foreign affairs	Options for the Congress and U.S. agencies to improve overseas operations, reduce costs, and reduce security vulnerabilities
Examine how the consolidation of foreign affairs agencies are organized and managed to carry out key functions and programs	Improved operational efficiency and potential cost savings at the foreign affairs agencies

Explanation of changes:

Originally, the second key effort called for examining the consolidation of the foreign affairs agencies. There is no longer much interest in the specifics of the consolidation. However, there continues to be strong interest in a key objective of the consolidation—achieving efficiencies at State and other foreign affairs agencies. We adjusted the key effort and potential outcome to reflect our work on foreign affairs management challenges at State and the U.S. Agency for International Development and a new initiative on international affairs budget issues.

Strategic Goal 2

Strategic Objective Plan:

Global Market Forces, 2000-2002

Performance Goal 2.4.1:

Analyze How **Key** Trade Agreements and Programs Serve U.S. Interests

<i>Key efforts</i>	<i>Potential outcomes</i>
Ascertain progress achieved in the next rounds of World Trade Organization (WTO) negotiations	
Evaluate implementation of the WTO's commitments to intellectual property protection, agriculture programs, and financial services	
Evaluate how the federal government monitors and enforces trade agreements	
Assess implementation of the WTO's dispute settlement process	
Analyze progress on ongoing trade negotiations, including China's World Trade Organization (WTO) membership and Free Trade in the Americas	Information and analyses for congressional consideration on the costs and benefits of trade agreements and their relation to U.S. domestic objectives
Ascertain implementation, impact, and enforcement of existing trade agreements, including the WTO and the Biosafety Protocol	Improved effectiveness of the U.S. government trade apparatus
Evaluate the effectiveness of programs established to ameliorate the adverse effects of trade	Options for congressional consideration to improve the effectiveness of programs directed at workers' displacement and economic revitalization of affected communities
Determine whether federal agencies' export promotion programs are complementary and are coordinated with nonfederal export promotion providers	Improved targeting of U.S. trade promotion and financing programs to achieve intended purposes more efficiently

Explanation of changes:

The performance goal was revised to clarify that our focus will be on significant trade agreements and programs. The first four key efforts were combined into two and broadened to better articulate the scope of work on trade agreements.

Strategic Goal 2

Strategic Objective Plan:

Global Market Forces, 2000-2002

Performance Goal 2.4.3:

Assess How the United States Can Influence Improvements In the World Financial System and Address Crises

<i>Key efforts</i>	<i>Potential outcomes</i>
Examine the operations Assess efforts to increase the transparency and accountability of the International Monetary Fund and the World Bank operations	Increased transparency to the Congress of the International Monetary Fund's and the World Bank's decision-making to facilitate oversight and improve effectiveness of operations
Assess the International Monetary Fund's and the World Bank's roles in helping Russia reform its economy	Recommended strategies to improve accountability at the international financial institutions
Assess the proposal prepared by the International Monetary Fund and the World Bank for expanded debt relief for poor countries	Analyses and options for the Congress to use in considering requests for funding for debt relief

Explanation of changes:

We changed the first key effort to better reflect congressional interests and the scope of our planned work.

Strategic Goal 3

Strategic Objective Plan:

Fiscal Position of the Government, 2000-2002

Performance Goal 3.1.2:

Analyze the Structure and Information for Budgetary Choices

<i>Key efforts</i>	<i>Potential outcomes</i>
Assess options for budget structure and control mechanisms during a time of surplus and the potential relevance of new fiscal policy targets to help policymakers formulate and implement longer-term budgetary goals, such as targets for debt as a share of the economy	Assist in the debate about alternatives to current budgetary structures and control mechanisms, both for the short term—within the framework of the Budget Enforcement Act—and for the long term, when the Budget Enforcement Act expires
Continue to analyze alternative ways to consider both federally owned capital and federal spending on investment in the budget	Help the Congress understand the implications of current budget structures for the kinds of trade-offs that can be considered in the budget
Develop a guide to support the congressional review of budget requests based on the performance, financial, and information management tools being developed by agencies	Support congressional reviews of agency budget requests, provide information on emerging cost pressures and funding gaps, and help identify more cost-effective approaches to meeting current and future needs
Work to develop tools to identify major budget drivers and budgetary challenges facing key federal agencies or programs	Increased congressional and executive branch dialogue about investment alternatives, including better-informed decisions about such investments
Continue to periodically report on the budget and oversight implications of GAO's audit and evaluation work	Contribute to a more understandable definition of gross federal debt and debt subject to statutory limit
Continue to observe how OMB integrates the governmentwide performance plan into its annual budget development and review process	
Analyze international experiences in making investment decisions, including their definitions of investments, decision processes used, and types of analyses performed, and identify implications for the United States	
Evaluate alternative definitions of debt with the goal of promoting a definition that would increase transparency and public understanding of the concepts	

Explanation of changes:

The first key effort was revised to more directly address alternative budget structures and controls. A key effort and related potential outcome were added to broaden the scope of our work on analyses of international experiences with investment alternatives during a period of surplus. Another key effort and related outcome were added to articulate our work being done to increase the public's understanding of gross federal debt.

Strategic Goal 3

Strategic Objective Plan:

Fiscal Position of the Government, 2000-2002

Performance Goal 3.1.3:

Promote Effective Management of Resources

<i>Key efforts</i>	<i>Potential outcomes</i>
Analyze how the shift to a results orientation is changing what constitutes “good budgeting”—what the standards have been and how they need to change to promote more complete integration of budget, accounting, and performance information	Gain a more systematic understanding of the operations and constraints surrounding agency budget formulation and execution practices and identify models for effectively linking resources and results
Track and analyze the use of performance indicators in budget decisions—both in the Congress and within agencies—as budgets are prepared	Increase the confidence of the Congress and the public in the integrity of budgetary data used for accountability and decision-making
Monitor progress on cost accounting at the federal level and explore implications for linking resources to results	
Examine and analyze how agencies deal with various challenges, including how they (1) integrate capital needs into the strategic planning and budgeting processes, (2) cover what they see as “mandatory costs” when appropriations are not growing, and (3) respond to unexpected events within existing congressional notification and approval requirements (e.g., transfers and reprogramming restrictions)	
Look at how OMB’s oversight and control of funds have changed—allocation, apportionment, etc.—the strategies OMB uses, such as delegation to councils or shared responsibilities with other agencies, for executive branch oversight and its implications for promoting effective management of resources	
Address trade-offs associated with various approaches for providing agencies with flexibility for managing resources to promote greater efficiency	

Explanation of changes:

One key effort was refocused to broaden its scope to include how OMB leverages others to carry out or augment executive branch oversight through councils, such as the CFO Council, and central agency joint efforts, such as the Joint Financial Management Improvement Program.

Strategic Goal 3

Strategic Objective Plan:

Fiscal Position of the Government, 2000-2002

Performance Goal 3.1.4:

Identify Budget Implications of Various Governmental Tools Using Third Parties in Federal Programs

<i>Key efforts</i>	<i>Potential outcomes</i>
Initiate a developmental planning and learning initiative that would survey issues on third party governance and create an agenda for future work	Provide the Congress and others with better Information on the budgetary implications of using alternative program tools, other levels of government, and third parties to accomplish national objectives
Review the fiscal impact of TANF (Temporary Assistance to Needy Families) block grants for issues relating to reauthorization	
Review intergovernmental relations among federal, state, and local governments to include funding flows; grant design and accountability; regulatory relationships; addressing fiscal disparities across states, cities, and regions; and models for federal-state-local partnerships in areas such as education, justice, environmental protection, economic development, transportation, and health	

Explanation of changes:

The performance goal and potential outcome were revised to reflect that we will be examining issues that have implications beyond the budgetary arena. The new key effort lays out the additional work we will be doing under this performance goal.

Strategic Goal 3

Strategic Objective Plan:

Government Financing and Accountability, 2000-2002

Performance Goal 3.2.1:

Support Congressional Oversight of IRS' Modernization and Reform Efforts

<i>Key efforts</i>	<i>Potential outcomes</i>
Determine what progress has been made in IRS' modernization, including restructuring, and whether these restructuring efforts are contributing to IRS' organizational goals, including improvements in service to taxpayers	Mitigation of the risks inherent in the reorganization and modernization of IRS' operations
Evaluate IRS' expenditure plans for systems modernization	Consideration of options to enhance IRS' strategies for improving human capital and management , performance management, and contract management
Appraise IRS' human capital management strategies, including its efforts to develop managers for telephone customer service employees and strategies used in selected innovative public and private sector telephone customer service operations	Enhancement of IRS' efforts to develop and implement a full range of strategies for improving service to taxpayers and compliance with tax laws
Assess the progress made in IRS' efforts to implement a system of balanced performance measures to assess the progress made in meeting agency goals	
Assess IRS' submission processing, examination, and collections programs in light of mandates to protect taxpayers' rights and improve service	
Evaluate the capability of IRS' research and data analysis operations to support the agency's reorganization and restructuring efforts	

Explanation of changes:

The first key effort has been modified to clarify that its focus is not solely on restructuring. It also includes business practice reengineering, changes to IRS' performance management system, addressing financial management weaknesses, and modernizing its information systems. The third key effort and related outcome were revised to add an emphasis on human capital management practices.

Strategic Goal 3

Strategic Objective Plan:

Government Financing and Accountability, 2000-2002

Performance Goal 3.2.2:

Contribute to Congressional Deliberations on Tax Policy

<i>Key efforts</i>	<i>Potential outcomes</i>
Determine the potential impacts of proposals to simplify taxes and reduce the compliance burden for small businesses and individuals	Simplified taxes and reduced compliance burden for small businesses, private pension plans, and individual taxpayers
Assess the impacts of selected tax incentive programs, including pension programs and the work opportunity tax credit	Improved governance of tax incentive programs and better understanding of the impact of these programs on taxpayers and the U.S. economy
Evaluate the efficiency and effectiveness of IRS' administration of advance pricing agreements	Improved information for the Congress and the public about potential revenues and impacts from taxing e-commerce
Determine the potential impact of various options for taxing electronic commerce	

Explanation of changes:

We made a minor revision to the first key effort to clarify that it includes individuals.

Strategic Goal 3

Strategic Objective Plan:

Governmentwide Management Reforms, 2000-2002

Performance Goal 3.3.4:

Enhance Efforts to Manage the Collection, Use, and Dissemination of Government Information in an Era of Rapidly Changing Technology

<i>Key efforts</i>	<i>Potential outcomes</i>
Examine issues related to the oversight of the Paperwork Reduction Act of 1995 and reauthorization of OMB's Office of Information and Regulatory Affairs	An updated set of national policies on statistics, privacy, access, burden, data sharing, and storage in an electronic environment, and a renewed charter for OMB's Office of Information and Regulatory Affairs
Assess agencies' strategies and plans to guide the government's transition to conducting business electronically	Less costly and more responsive transactions between government agencies and the public
Monitor the management of the 2000 census and highlight lessons learned for the 2010 census	A more accurate and less costly census in 2010
Assess the government's progress using technology to store and preserve public records	Improved records management programs
Review the government's ability to efficiently and effectively disseminate government information using traditional methods and new electronic technologies	A managed transition as the government moves away from printing as the primary means for disseminating information to the public
Examine the government's efforts to provide the public efficient and responsive access to publicly supported research and government records, with appropriate privacy restrictions	Less costly and more responsive ways to provide the public access to government records and a better understanding of the balance between the competing demands of public access and privacy
Examine the technology, process, and people issues associated with U.S. elections	Provide the Congress with options for helping state and local governments improve the administration and integrity of elections

Explanation of changes:

We added a key effort and potential outcome because of the recent congressional and public interest in ensuring fair and reliable elections.

Strategic Goal 3

Strategic Objective Plan:

Governmentwide Management Reforms, 2000-2002

Performance Goal 3.3.5:

Identify and Facilitate the Implementation of Human Capital Practices That Will Improve Federal Economy, Efficiency, and Effectiveness

<i>Key efforts</i>	<i>Potential outcomes</i>
Develop and promulgate a human capital self-assessment guide and a supporting assessment methodology	Improved human capital planning at agencies, as evidenced in their Results Act plans
Identify best practices for human capital management in leading private and public entities	Consideration of best practices alternatives for such human capital activities as attracting, retaining, developing, managing, and rewarding talented employees
Evaluate alternative models for identifying and developing executives	Information for the Congress identifying major human capital issues facing key federal agencies
Evaluate retirement challenges facing federal agencies	Consensus on fundamental structural or policy reforms for federal human capital management
Assess selected agencies' human capital management practices	
Examine the role and performance of the Office of Personnel Management and OMB in overseeing and improving federal agencies human capital management	

Explanation of changes:

We revised the first key effort to encompass the expanded scope of work we will be doing on human capital assessment. We added the new key effort to increase our focus on what OPM and OMB have done and are doing to improve strategic human capital management because of increased congressional interest in this area.

Strategic Goal 4

Strategic Objective Plan:

Maximize the Value of GAO, 2000-2002

~~Performance Goal 4.4.4:~~

~~Develop and Implement a Managerial Accounting System~~

<i>Key efforts</i>	<i>Potential outcomes</i>
Survey managers to determine functional requirements for a managerial accounting system	Enhanced financial management services to staff
Inventory and evaluate available systems that meet functional requirements	More meaningful, reliable, and timely financial management information leading to improved decision making and management within GAO
Procure, implement, and test a managerial accounting system	Increased financial management efficiency, effectiveness, and accountability
Train staff on the new system and move to production	

Explanation of changes:

This performance goal was dropped so that we can participate in the development of a financial management system that will serve all of the agencies in the legislative branch.